

**COUNCIL MEETING
AGENDA
MONDAY, 29 JUNE 2020**



GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The General Manager certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

A handwritten signature in blue ink, appearing to read 'Tony McMullen'.

Tony McMullen
General Manager

24 June 2020

Hour: 6.00 p.m.

Present (in Chambers):

Present (by video link):

**In attendance (in
Chambers):**

**In attendance (by video
link):**

Leave of Absence:

**Workshops held since
last Council Meeting**

Date: Monday, 1 June 2020

Purpose: To discuss:

- Future Waste Transfer Station – Resonance

- Leasing and Licensing

Date: Tuesday, 9 June 2020

Purpose: To discuss:

- 2020/21 Annual Plan
- Budget
- Economic Stimulus Package
- Aldermanic training – Prevention of bullying in the workplace

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1. APOLOGIES

2. CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council Meeting held on 25 May 2020 be confirmed.
That the minutes of the Special Council Meeting held on 19 June 2020 be confirmed.

3. ANNOUNCEMENTS BY THE CHAIR

4. PECUNIARY INTEREST NOTIFICATION

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

6. PUBLIC QUESTION TIME (15 MINUTES)

Please note:

- the Council Meeting is a formal meeting of the Aldermen elected by the Glenorchy community. It is chaired by the Mayor
- public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens
- question time is for asking questions and not making statements (brief explanations of the background to questions may be given for context but comments or statements about Council's activities are otherwise not permitted)

- the Chair may permit follow-up questions at the Chair's discretion, however answers to questions are not to be debated with Council
- the Chair may refuse to answer a question, or may direct a person to stop speaking if the Chair decides that the question is not appropriate or not in accordance with the above rules
- the Chair has the discretion to extend public question time if necessary.

Questions on notice – Eddy Steenbergen (Received 27 May 2020)

- 1. Does Council take an interest in the quantity and frequency of bus services available in Glenorchy? If yes, then does Council have any written policy or guidelines that guide its decision-making regarding bus services?**
- 2. Has Council ever undertaken any consultation with Glenorchy residents regarding their bus services? If so, can I see the resulting report?**
- 3. Do Council staff ever routinely consult with Metro Tasmania when assessing applications for planning permits? If so, in what circumstances and on what types of matters?**
- 4. I understand Council and Metro Tasmania have signed a Memorandum Of Understanding that guides their interactions. May I have a copy? If not, why not?**
- 5. I'm informed by someone at Metro Tasmania that Council has never discussed the public transport implications of any major subdivision with them. Is that true? If not, can you provide an example?**

Answers to the above questions will be provided prior to and read out at the Council meeting.

- 6. How many aldermen have travelled on Metro Tasmania buses in the past 12 months?**
 - A. 7 of Council's 10 Aldermen have travelled on Metro Tasmania buses in the past 12 months.

Questions on notice – Robert Holderness-Roddam (Received 23 June 2020)

- 1. For the last year, since 1st July 2019, how many complaints has the Glenorchy Council received regarding smoke produced by wood heaters in homes?**
 - A. Between 1 July 2019 and 23 June 2020, Glenorchy City Council received 14 complaints about smoke produced by wood heaters.
- 2. What actions were taken to investigate these complaints?**
 - A. Actions taken to investigate these complaints involve an initial letter being sent, and providing information and documentation from the Environment Protection Authority's 'Burn Brighter this Winter' program that runs during the winter months each year.

Council Officers also undertake site visits to verify the smoke nuisance and speak to property owners when possible to discuss ways to improve their wood heater use.

Council has previously had information available in the Council Chambers, along with a static display in Northgate Shopping Centre to advise the public on best practice when operating a wood heater.

Each year, the Environment Protection Authority advertises in local newspapers, Statewide newspapers and on social media to remind the public of ways they can reduce their smoke emissions and be compliant with the legislation.

3. What action, if any, was taken to monitor non-compliant households to ensure wood smoke emissions had been reduced to the level required under the regulations (i.e. *Environmental Management and Pollution Control (Smoke) Regulations 2019*)?

- A. Council officers undertake site visits to verify the smoke nuisance to determine compliance with the *Environmental Management and Pollution Control (Smoke) Regulations 2019*. Council officers, where possible, speak to property owners to discuss ways to improve their wood heater use, discuss where their wood supply is sourced etc.

Officers also rely on complainants notifying Council that the issue is still causing concern, so that we can take further action if necessary.

4. Do Council staff actively monitor wood heater smoke pollution by visiting areas during early mornings, evenings and at weekends?

- A. Council Officers do not actively monitor wood heater smoke as we do not have the resources to monitor early in the morning, in the evenings or on a weekend.

However, during routine daily tasks in the community, Council Officers regularly monitor for problem wood heaters and make contact with residents where a potential nuisance is identified.

7. PETITIONS/DEPUTATIONS

COMMUNITY

Community Goal: “Making Lives Better”

8. ANNOUNCEMENTS BY THE MAYOR

Author: Mayor (Ald. Kristie Johnston)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Mayoral Announcements

Community Plan Reference:

Under the City of *Glenorchy Community Plan 2015 – 2040*, the Community has prioritised ‘transparent and accountable government’.

Strategic or Annual Plan Reference:

Objective 4.1 Govern in the best interests of the community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency.

Reporting Brief:

To receive an update on the recent activities undertaken by the Mayor.

Proposal in Detail:

The following is a list of events and external meetings the Mayor has attended during the period Tuesday 19 May 2020 to Monday 22 June 2020.

Tuesday 19 May 2020

- Attended the Greater Hobart Mayors’ Forum
- Recorded the Greater Hobart Mayors’ “We Respect Everyone” video

Wednesday 20 May 2020

- Hosted the Volunteer Week Awards on Facebook Live

Thursday 21 May 2020

- Attended a meeting with Minister for Local Government, Mark Shelton and all Mayors

Friday 22 May 2020

- Recorded an Activity City video
- Attended a meeting with Kingborough Mayor, Dean Winter

Monday 25 May 2020

- Attended media interviews regarding Macquarie Point
- Made a deputation to Hobart City Council regarding the Macquarie Point Development Application
- Chaired the Council meeting

Tuesday 26 May 2020

- Attended an interview with ABC Radio 'Mornings' program regarding the Council meeting and Macquarie Point Development
- Attended a media event regarding Sunderland Street Glassphalt work
- Attended a media interview about GASP Inc.

Wednesday 27 May 2020

- Attended a meeting of the Greater Hobart Mayors
- Attended a meeting with representatives of Tatrail
- Recorded an Activity City video

Thursday 28 May 2020

- Attended the first Greater Hobart Committee Meeting with Minister Ferguson, Minister Jaensch, and the Greater Hobart Mayors

Friday 29 May 2020

- Attended a meeting a representative of the Royal Agricultural Show Tasmania regarding redevelopment plans
- Attended a media event with Independent Member for Clark, Andrew Wilkie and the Lord Mayor of Hobart Anna Reynolds

Monday 1 June 2020

- Attended a meeting with Minister Courtney regarding the Glenorchy Jobs Hub
- Chaired a Council workshop

Tuesday 2 June 2020

- Attended an interview with SBS World News about Reconciliation Week

Wednesday 3 June 2020

- Attended a meeting to discuss Federal Football Grants

Thursday 4 June 2020

- Attended a meeting CatholicCare representatives to discuss new social enterprise and affordable housing
- Recorded an Activity City video

Friday 5 June 2020

- Attended a meeting with a resident

Tuesday 9 June 2020

- Attended a meeting at St Virgils College
- Attended a meeting with representatives of Glenorchy Rugby Club, Wellington Cricket Club, Glenorchy Knights and Andrew Wilkie MP
- Chaired a Council Workshop
- Chaired an aldermanic training session

Monday 15 June 2020

- Chaired a Council workshop
- Chaired the Glenorchy Planning Authority meeting

Tuesday 16 June 2020

- Attended a site meeting with St Virgils College
- Attended the Greater Hobart Mayors' Forum meeting

Friday 19 June 2020

- Chaired the Special Council meeting
- Attended an interview with ABC Drive program regarding the budget

Monday 22 June 2020

- Chaired the Council workshop

Due to COVID-19 many community commitments and engagements were cancelled during this period. In addition to the regular internal meetings held in the normal course of council business and mayoral responsibilities, I also attended weekly COVID-19 Executive Leadership Team meetings and weekly Economic Recovery Committee meetings. I also regularly liaised with other greater Hobart mayors (often daily) and Members of Parliament with regard to the COVID-19 situation. I continued to also provide regular community updates via video content on Council's Facebook page.

Consultations:

Nil.

Human Resource / Financial and Risk Management Implications:

Nil.

Community Consultation and Public Relations Implications:

Nil.

Recommendation:

That Council:

RECEIVE the announcements about the activities of the Mayor during the period from period Tuesday, 19 May to Monday, 22 June 2020.

Attachments/Annexures

Nil.

9. DRAFT CUSTOMER SERVICE STRATEGY 2020-25

Author: Manager Customer Services (Robbie Shafe)
Qualified Person: Director Community and Customer Services (David Ronaldson)
ECM File Reference: Customer Service Strategy

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community.

Open for Business

We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Leading our Community

We are a progressive, positive community with strong Council leadership, striving to make our Community's Vision a reality.

Strategic or Annual Plan Reference:

Making Lives Better

Objectives 1.3 Facilitate and / or deliver services to our communities
Strategy 1.3.1 Directly deliver defined service levels to our communities
Action 1.3.1 Develop and implement a Customer Service Strategy

Reporting Brief:

To present the draft *Glenorchy City Council Customer Service Strategy 2020 – 2025* to Council and seek Council's approval to release the draft strategy for public consultation and comment.

Proposal in Detail:

Background

Council, like all local government authorities, provides a range of services and functions to its local community. Key to the delivery of those services is how Council serves its community.

Council is committed to providing its 47,000 residents with outstanding service across all areas of Council's operations. To achieve this Council must understand the needs and expectations of our community and deliver in line with this commitment

The development of a Customer Service Strategy was one of the key actions of Council's 2019–2020 Annual Plan. To better understand our customers, Council required an in-depth investigation into exactly what they need, want and expect when interacting with Council.

The development of the draft Strategy required consultation with customers, residents, staff and Aldermen to not only find out what our customers need from Council in the Customer Service space, but also find out how we currently are doing and where we need to be in the future. Customers' journeys through interactions with Council have been mapped and analysed, with improvements and issues identified for addressing.

The draft *Glenorchy City Council Customer Service Strategy 2020-2025 (Strategy)* is presented to Council as Attachment 1.

This report provides an overview of the reasons for the development of the Strategy and the process undertaken.

Purpose and objectives of the draft Strategy

The purpose of this Strategy is to define what outstanding customer service looks like at Council, and to provide a clear action plan for how we will improve our customer service and deliver on our commitment to the community.

The objectives of the draft Customer Service Strategy are:

- Open for business – To enable Council to understand its customers' needs and support their dealings with Council.
- Making lives better – To learn from Customers and identify better methods of interacting with a diverse customer base.
- Leading our community – To identify progressive and contemporary practices in the world of Customer Service, starting with positive experiences.
- Building image and pride – To enable Council to work with its customers to understand exactly what they expect from their Council regarding the Customer Service Experience, putting Council in a better position to achieve expectations.

The draft Strategy does this by establishing four key customer service principles which underpin how we will approach customer service at Council:

1. We are open, transparent and responsive to our community
2. We make it simple and seamless for our customers
3. We understand our customers and personalise our customer service, and
4. We are customer-driven and deliver on our word

Actions have been developed against each of these principles to guide improvements in customer service across Council. If the strategy is ultimately adopted following

further consultation, it is intended to implement these over the next five years, subject to the availability of resources.

Further work would be undertaken after the adoption of the strategy to plan for implementation of these actions as time and resources allow.

Development of the draft Strategy

The draft Strategy has been developed through consultation with customers, staff and Aldermen, with the assistance of consultants, KPMG.

Consultation activities undertaken during the development of the draft Strategy included:

1. A Customer Survey that was made available to the community via our website and Facebook, as well as in hard copy on request. This was also distributed to our Glenorchy Matters Panel.
2. A Development Survey that was sent to all Building, Planning, Plumbing and Environmental Health Application applicants from the last twelve months.
3. An internal staff survey.
4. Internal staff workshops with thirty-one representatives from across the organisation.
5. Internal staff workshops with all staff within the Development Department.
6. In-depth interviews with five developers that frequently interact with Council.
7. Aldermen were provided with input into the strategy at a workshop in May.

Aldermen were also given the opportunity to review the draft Strategy at a recent Council workshop.

The draft Strategy was developed during the recent COVID-19 Pandemic. This resulted in significant changes to the project plan as it was not possible to conduct face-to-face community or other stakeholder engagement in the way first planned.

Next steps

Council's approval is sought to release the draft Strategy for public comment and consultation. If approved, Council would aim to release the draft Strategy for public comment and feedback by Friday 10th July 2020.

A community consultation and engagement plan is currently being developed, with the aim of gathering as much feedback as possible on the draft Strategy.

The project team will review the feedback provided during consultation and make any necessary revisions to the draft Strategy, before it is presented to Council at a future meeting for adoption. The project team is currently targeting the Council meeting in August 2020 to present the final strategy for adoption, depending on the outcomes of the community consultation process.

Consultations:

The project was overseen by a Project Steering Committee constituted by:

- Manager Customer Services (Project Manager)
- Director Strategy and Development
- Director Community and Customer Services
- Manager Works
- Manger Planning Development and Environment
- Coordinator Customer Service
- Strategic Planning Officer
- Project Consultancy – KPMG

Officers from across the organisation were invited to contribute to an organisational survey of which 108 responses were received.

Further, officers from across all directorates were involved in four workshops for the project to consider the survey results and identify actions.

A full list of consultation activities undertaken can be found in the “Development of the draft Strategy” section above.

Human Resource / Financial and Risk Management Implications:

Financial

The development of draft Strategy was funded during the 2019/20 financial year. The draft Strategy outlines several actions across the four key principles. Some of these are ready to be commenced, some can be immediately built into annual workplans for officers to deliver, whereas others require further development and costing before implementation.

This is especially relevant to some ICT solutions and the review of the physical Customer Service Centre at Chambers.

Human resources

The draft Strategy identifies actions to undertake customer service training and to induct new employees into Council’s Customer Service culture, aimed at improving the Customer Service experience.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation				
Community feedback identifies gaps in the draft Strategy, that have not been considered.	Minor C2	Possible L3	Moderate	The project management team are able to consider suggestions and alterations to the existing Strategy for further refinement.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
The community reject the draft Strategy outright.	Minor C2	Unlikely L2	Moderate	The draft Strategy has been developed through an open and transparent process using expert consultants to guide and add value to the final strategy. Consideration will be given to comments that identify omissions.
The community will expect the Strategy to be delivered immediately.	Moderate C3	Possible L3	Moderate	Clear communications will align the advertisement for public comment to establish the timeframe for the Strategy – 5 years – and that some actions are reliant on resource allocation.
Do not adopt the recommendation				
The resource to develop the draft Strategy has been wasted.	Minor C2	Possible L3	Moderate	The project management team consider further input from Council to enable Council to reconsider the draft Strategy.

Community Consultation and Public Relations Implications:

Community consultation

The project was significantly challenged by the unprecedented circumstances the COVID-19 pandemic created for community consultation. The pandemic hit as the project commenced. However, a work around the situation was developed and included approaching Council's existing "Community Matters" panel. The Community Matters panel comprises 400 people from the municipal area and attempts to align with the broad socio economic, age and demographics aspects of the 47,000 residents.

The panel was presented with a survey including a series of questions regarding their interactions with Council over the past year. The project team received 98 responses to this request. The responses outlined items that were important and formed the basis of the four Customer Service principles used in the draft Strategy.

The survey was also promoted publicly via the Facebook page and website.

Public relations

The development of the *draft Customer Service Strategy 2020- 2025* signals Council's intent to be open and transparent in our dealings, to make service simple and seamless, to understand our customers and empower Council staff with the right skills, tools and knowledge to serve our customers.

Recommendation:

That Council:

1. RECEIVE and NOTE the *draft Glenorchy City Council Customer Service Strategy 2020–2025 (Strategy)* in the form of Attachment 1.
2. APPROVE the release the draft Strategy for public consultation and comment.
3. NOTE that the draft Strategy will be returned to Council at a future meeting following community consultation for final adoption.

Attachments/Annexures

- 1 Draft Customer Service Strategy 2020-25

10. EADY ST (GLENORCHY RECREATION RESERVE) NEW AMENITY BUILDING PLANS

Author: Sport and Recreation Project Manager (Neal Ames)
 Manager Property, Environment and Waste (Alex Woodward)

Qualified Person: Director Infrastructure and Works (Ted Ross)

ECM File Reference: Capital Works

Community Plan Reference:

Making lives better

We continue to be a safe, inclusive, active, healthy and vibrant community. Young people will be listened to, involved and included in decision making especially about recreation, entertainment and support services. Young people and their families will be encouraged to play an active part in their education and their community. Community facilities and services are important to us.

Strategic or Annual Plan Reference:

Making lives better

Objective 1.3 Facilitate and/or deliver services to our communities

Strategy 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities

Reporting Brief:

To present the final design concept for the new Eady Street (Glenorchy Recreation Reserve) amenity building to Council and seek Council's endorsement of the design prior to presenting it to the Australian Government as part of the project's funding requirements.

Proposal in Detail:

Background

Council's commitment to the community is to provide affordable sport and recreation opportunities through the provision of high-quality infrastructure that will increase participation and enhance the physical activity undertaken by the community.

Council's *City of Glenorchy Community Plan 2015-2040* seeks to "provide a safe city with quality open spaces, and community and recreation facilities and services for all age groups".

Both the Australian and Tasmanian Governments have committed to providing grant funding to Council for the development of a new amenity building at the Eady Street playing fields. A funding commitment of \$1m from the Australian Government, managed by the Department of Infrastructure, Transport, Regional Development and

Communication (**DITRDC**) through the Community Development Grant (**CDG**) program has been confirmed, along with an \$80,000 grant through the Major Facility (**Majors**) grant program from the Tasmanian Government, managed by the Department of Communities, Sport and Recreation (**DCSR**). Council will co-contribute \$80,000 in funding.

The first funding milestone under the Australian Government's grant is to provide final plans and costings to the DITRDC by 30 June 2020.

Project Status

A timeline and the current status of the project is as follows:

- the project is a \$1.16m project to construct a new amenity building at the Eady Street cricket ground
- \$1m in funding from CDG has been approved with a further \$80k from the Major Facility grant program, with a co-contribution of \$80k from Council. Both funding agreements have been executed
- the tender for the architectural design of the building was awarded to ARTAS in February 2020
- the design phase has included stakeholder input into design including one-on-one meetings with resident sports clubs and an amenity building design workshop with Glenorchy sports clubs, both in February 2020, with additional consultation being held with stakeholders from March to June 2020
- draft design options were provided to the three resident clubs in April 2020
- the final proposed plans provided to Council for endorsement in June 2020, and
- construction is targeted to commence before the end of 2020 and be completed by June 2021.

Design development

Extensive engagement has taken place between Council, ARTAS (architects) and the three resident clubs, Wellington Cricket Club, Glenorchy Rugby Club and Glenorchy Knights Junior Football Club. All three clubs have had significant input into the design process.

There have been several iterations of the design, ranging in size from 350m² in area down to 250m². All of the designs meet the requirements of providing changerooms, toilet facilities, a kiosk, umpire and scoring facilities and clubrooms.

While the 350m² building provided more area for changerooms, separate clubrooms, and greater amenity, this design exceeded the budget by over \$400,000.

The 250m² building (Attachment 1) meets the required budget and delivers toilets and changerooms that meet the requirements. While it delivers some exclusive areas for clubs, the clubroom, bar and kiosk areas would need to be shared.

Although the clubs were involved in considering the different building designs, they are obviously disappointed to not be able to achieve a larger building. However, consultations have been undertaken with all clubs, including face-to-face meetings with the Mayor and Andrew Wilkie MP, and agreement has ultimately been reached to put the 250m² building to Council to seek its endorsement.

If endorsed by Council, the design will be provided to DITRDC to meet the deadline for milestone 1 under the funding agreement of 30 June 2020. If the 250m² design is subsequently approved by DITRDC its construction would then be put out to tender.

It has been agreed with all clubs that the tender brief would include the ability for tenderers to provide cost savings and innovative designs. If tender submissions came back considerably under the budget, this would allow features from the larger building envelope to be reconsidered and potentially incorporated into the final plans.

Consultations:

Director Infrastructure and Works

Manager Property, Environment and Waste

Australian Government departmental representative (DICRDC)

State Government Department of Community, Sport and Recreation

Andrew Wilkie MP

Glenorchy Knights

Glenorchy Knights Juniors

Wellington Cricket Club

Glenorchy Rugby Club

Human Resource / Financial and Risk Management Implications:

Financial

Council's current estimate for the works is \$1.1m, which is in line with the project budget. Assuming a 40-year lifespan for the facility, the depreciation cost for the new building will be in the order of \$27,000 per annum.

Based on similar buildings, Council could expect ongoing maintenance costs of around \$10,000 per annum.

Council has yet to negotiate a lease for the facility with the clubs involved but would undertake this in accordance with its Leasing and Licensing Policy. While officers would seek to minimise the annual costs to Council, it is acknowledged that Council will need to subsidise the cost of providing the facility.

Council officers will finalise the lease with clubs and present detailed costings to Council prior to committing to construction of the facility.

Human resources

Delivery of the projects will be performed by Council staff as part of their ordinary duties, with any additional staff resources required to be funded through the grants.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation				
Criticism or negative feedback from stakeholders and the general community. This may include design issues or general criticism on council activities in relation to the project.	Minor (C2)	Unlikely (L2)	Low	Reasons for decisions and their benefits are adequately communicated to the public. A communications and engagement plan has been produced and engagement strategy been developed.
Council is unable to meet grant milestones or spend grant amount, leading to reputational damage and difficulties in obtaining similar grant funding in the future.	Moderate (C3)	Unlikely (L2)	Moderate	Council has developed a governance structure to manage the project. Council has developed effective relationships with funding bodies and is providing regular updates.
The new infrastructure results in high ongoing maintenance and operation costs to Council	Moderate (C3)	Likely (L4)	Notable	Management and operational plans would be finalised and detailed financial costings would be provided to Council as part of final approval to proceed with works.
Do not adopt the recommendation				
No clear direction to officers and users on how Council intends to proceed	Moderate (C3)	Likely (L4)	Notable	Council could propose an alternative recommendation including changes to the design or request for additional information. Any variation would likely change the financial implications.

Community Consultation and Public Relations Implications:Community consultation

A preliminary round of stakeholder consultation took place in September to December 2019. Consultation with resident sport club representatives was undertaken to confirm the project's scope.

A Communication and Engagement Plan has been produced which identifies all stakeholders, what their level of engagement should be and what form that engagement will take.

Detailed plans have been developed through one-on-one meetings with sport clubs and a workshop held with Glenorchy sports clubs to gauge their needs for the specific projects.

Public relations

There are no material public relations implications.

Recommendation:

That Council:

1. ENDORSE the proposed Eady Street Amenity Building Plan in the form of Attachment 1, including the Quantity Surveyor Summary, and
2. NOTE that Council officers will continue to work closely with the three resident sports clubs in delivering the outcomes of this project.

Attachments/Annexures

- 1 Eady Street Sports Ground

11. CHILD CARE CONNECTIONS POLICY AND PROCEDURES REVIEW

Author: Child Care Delivery Coordinator (Kate Whitbread)

Qualified Person: Director Community and Customer Services
(David Ronaldson)

ECM File Reference: Child Care Connections

Community Plan Reference:

Under the *City of Glenorchy Community Plan 2015 – 2040*, the Community has prioritised 'transparent and accountable government'.

Strategic or Annual Plan Reference:

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes

Open for Business

Action 2.1.1.06 Provide quality, sustainable, compliant childcare services for Glenorchy children

Reporting Brief:

To recommend that Council adopts five (5) updated and one (1) new Child Care Connections policies and procedures.

Proposal in Detail:

Policies and procedures at Council's two Child Care Connections long day care centres are reviewed on a two (2) year cycle, or as required.

Previous reports to Council have presented groups of Child Care Connections policies and procedures for adoption in accordance with the *Education and Care Service National Law (ECSNL)*.

Five policies have been reviewed and updated and are recommended to Council for re-adoption for a further two years. In addition, the recommended new *COVID-19 Dealing with Coronavirus in the Workplace* policy has been developed.

Policy Updates

In line with the continuing review of Council policies, Council's Child Care Connections team (headed by the Child Care Delivery Coordinator) has reviewed the following Child Care Connections policies and procedures:

Policy/Procedure Title	Summary of changes
1. COVID-19 Dealing with Coronavirus in the Workplace	New policy. There are a range of actions that early childhood education and care services may take to reduce the risk of COVID-19 transmission. The recommended new policy provides information and guidance on a range of actions to be considered, implemented and adapted as necessary according to the education and care setting and the individual needs of the educators and children in attendance.
2. Incident Injury and Trauma	Updated source information Updated Department name Updated terminology
3. Media	Updated Department names Updated terminology Updated sources Updated recommendations around screen time for birth to five-years
4. Infectious Diseases and Illness	Updated Department name Updated terminology in relation to current practice. Update to Department of Health Source information relating to pandemic process
5. Lost Child	Updated Department name Updated guide to NQF Updated Manager's title Updated terminology
6. Medical Conditions	Updated Department name Removal of volunteer Updated source Terminology

The Child Care Connections Policy and Procedures Review also included the following:

- consultation and feedback with key stakeholders, educators, families and Council management
- updated information made in line with current recommendations by recognised childcare specific authorities, and
- updated requirements in line with changes to the Act, Regulations and the relevant National Quality Standard.

Compliance

Council has certain statutory requirements with respect to policies under the *Local Government Act 1993 (the Act)*. In accordance with section 28(2)(b) of the Act, all Council policies (including Child Care Connections policies) must be approved by Council.

Council currently operates two approved childcare centres within the municipality, which are covered by the relevant Education and Care Services legislation: Benjafield Child Care Centre at Moonah and Berriedale Child Care Centre at Berriedale.

Under the ECSNL, it is a mandatory requirement that an approved provider of an education and care service keeps prescribed documents available for inspection by an authorised officer (see section 175 the ECSNL).

The *Education and Care Services National Regulations (Regulations)*, regulation 168, provides that Council must ensure that the service has in place a range of legislated policies and procedures.

Consultations:

Key stakeholders, educators, families and Council management were consulted and provided input into the revised Child Care Connections policies and procedures.

Educators, Child Care Connections
 Educational Coordinator, Child Care Connections
 Child Care Delivery Coordinator, Child Care Connections
 Manager Community
 Senior Communications Adviser

Human Resource / Financial and Risk Management Implications:

There are no material human resources or financial implications.

From a compliance perspective, under the ECSNL Council could be liable for a penalty of \$20,000, if it does not keep the prescribed policies and procedures (and other prescribed documents) available for inspection by an authorised officer (section 175(1)).

Furthermore, it is an offence under the Regulations:

- not to have the policies and procedures in place (\$1,000 – regulation 168(1))

- not ensuring policies and procedures were being followed by the nominated supervisor, staff and volunteers (\$1,000 – regulation 170(1)), or
- not ensuring policies and procedures were readily available (\$1,000 – regulation 171(1)).

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
<p>Adopt the recommendation</p> <p>The policies erroneously fail to meet compliance requirements.</p>	Minor (C2)	Rare (L1)	Low	Any errors or omissions identified are rectified outside of the normal review cycle.
<p>Do not adopt the recommendation</p> <p>If recommended Child Care Connections policies and procedures were not adopted, then governance control effectiveness, is less than optimal and Council may be subject to adverse regulatory action</p>	Moderate (C3)	Likely (L4)	Notable	Council recommends an alternative course of action, such as an external review of the policies, with a view to re-adopting them as soon as possible to ensure compliance.

Community Consultation and Public Relations Implications:

Community consultation

Families using Child Care Connections services were consulted and provided input into the updated and newly developed Child Care Connections policies and procedures.

It is noted that under regulation 172, Council, as the approved provider of an education and care service, must ensure that parents of children enrolled at the service are notified at least 14 days before making any change to a policy or procedure referred to in regulation 168 that may have a significant impact on:

- the services’ provision of education and care to any child enrolled at the service, or
- the family’s ability to utilise the service.

Public relations

There are no material public relations implications.

Recommendation:

That Council:

ADOPT the following newly developed and revised Child Care Connections policies and procedures:

- (a) COVID-19 Dealing with Coronavirus in the Workplace Policy 2020 in the form of Attachment 1
- (b) Incident Injury and Trauma Policy 2020 in the form of Attachment 2
- (c) Media Policy 2020 in the form of Attachment 3
- (d) Infectious Diseases and Illness Policy 2020 in the form of Attachment 4
- (e) Lost Child Policy 2020 in the form of Attachment 5, and
- (f) Medical Conditions Policy 2020 in the form of Attachment 6.

Attachments/Annexures

- 1** COVID-19 Dealing with Coronavirus in the Workplace Policy 2020
- 2** Incident Injury and Trauma Policy 2020
- 3** Media Policy 2020
- 4** Infectious Diseases and Illness Policy 2020
- 5** Lost Child Policy 2020
- 6** Medical Conditons Policy 2020

12. CBD REVITALISATION PROJECT - STAGE 3B COMPLETION REPORT

Author: Project Manager - Major Projects (Greg Fox)

Qualified Person: Director Community and Customer Services
(David Ronaldson)

ECM File Reference: CBD Revitalisation Project - ID: 2847238

Community Plan Reference:

Valuing Our Environment

We will value and enhance our natural and built environment. Our central business district (CBD) areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

Open for Business

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Strategic or Annual Plan Reference:

Objective 3.1 Create a liveable and desirable City

Strategy 3.1.1 Revitalise our CBD areas through infrastructure improvements

Action 3.1.1.0.1 Implement the Glenorchy CBD Strategic Framework

Reporting Brief:

To report on the completion of Stage 3B of the CBD Revitalisation Project.

Recommendation in Detail:

This report follows the last report presented to Council, in August 2019, on the completion of Stage 3A of the Glenorchy CBD Revitalisation Project. This report covers the period from 1 July 2019 to 8 May 2020.

Project Status:1. Project Budget and Delivery Schedule

The estimated cost of the CBD Revitalisation Project is \$5.795M (including the \$0.5M Public Space Enhancement grant). The project commenced in the 2018/19 financial year and is expected to be complete within the 2020/21 financial year. The current status is as follows:

- Stage 1 (Peltro St) was completed in May 2018
- Stage 2 (Barry St to O'Briens Bridge) was completed in September 2018
- Stage 3 (Terry St to Barry St) has been broken down into three separate stages:
 - o Stage 3A (Terry St to Tolosa St), which was completed in July 2019
 - o Stage 3B (Tolosa St to Regina St), which was completed in May 2020
 - o Stage 3C (Regina St to Barry St), which is now well underway and is expected to be completed in late 2021.

2. Public Space Enhancement Grant

A written request was made to the Department of State Growth seeking approval for a Public Enhancement Grant of \$500,000 to be transferred to assist in the funding of Stage 3A.

The Department approved this change in September 2018, with the funds spent during the 2019/20 financial year. The Department has confirmed the acquittal of the grant.

3. Transition of the CBD Steering Committee

The CBE Steering Committee's role of guiding the objectives and scope of the CBD Revitalisation Project reached a conclusion for Stage 3 of this project when it commenced detailed design and construction. The Steering Committee was removed from weekly or monthly management of the project, handing it over to the Project Manager and the Project Team, under the direct auspices of the project client, Council's Director of Community and Customer Services, David Ronaldson.

The Project Reference Group (**PRG**) was formed to allow Council to efficiently engage with the business operators and users of the Glenorchy CBD. The PRG is an advisory body only and has not been directly involved in management of the project.

The PRG first met in November 2018 and has met every month since.

The membership consists of ten representatives and two officers. Members are from interested business owners, with representatives from; Guildford Young College, Northgate Shopping Centre, Moonah Glenorchy Business Association, Metro Tas, Tasmanian Police, along with GCC Manager City Strategy and Economic Development and GCC Project Manager – Major Projects. It is recommended that the PRG continues for the life of the project. However, as it has done already, there is the opportunity for members to change across the project timeframe.

4. Public Art

Public art was recognised through the community plan and the concept urban design report to be an integral part to the success of the project. The process for the development and installation of public art has been discussed and was agreed on by the CBD Steering Committee.

Renowned artist Matt Calvert was selected to deliver the public artworks for the project in 2019, following an EOI process. A status update is as follows:

- Matt has developed initial and final design concepts
- final concepts have been approved
- fabrication of the artworks has commenced
- the likely installation date is yet to be determined and has been postponed by the COVID-19 pandemic.

5. Completion of Stage 3B.

Timeframe:

Stage 3B was completed within the time frame set out in the schedule of works.

It was expected that the construction phase for Stage 3B would be 12 months from July 2019 to June 2020. However, the actual timeframe for the project was from the first week of August 2019 to the end of the first week in May 2020. Construction commenced slightly behind schedule but was completed in 9 months instead of the expected 12 months.

This period also included the construction of a new, raised table intersection design, which was a construction task that had not previously been carried out by Council's work crews. This made the faster than expected delivery of the stage particularly impressive.

Financial:

Stage 3B was completed on budget.

The recommended project budget of \$1.348M for Stage 3B was not exceeded.

The construction budget of \$1,109,134 had a 20% contingency applied, and while this report is being presented prior to the end of the current financial year it is not expected that this contingency will be utilised in-full.

Stage 3B summary and review:

- the Project Team and work crew held a detailed review of Stage 3B following its completion.
- a stage review has also been held with Council's Maintenance and Assets teams, with a formal handover to Assets complete.

Stage 3C Construction Schedule

The Project was originally proposed across a three-year timeframe over the 2018/19 to 2020/21 financial years, with completion expected in around June 2021.

It is now known the original proposed timeframe of 12 months to construct Stage 3C was inadequate. A revised construction timeline has since been prepared, which projects Stage 3C to be completed around November 2021. Reasons for the extension of the timeframe have included:

- some of the complexities that have emerged during construction were not known during the concept stage. For example, the construction of the raised table and median strip has complexities such as installing complex paving patterns and ensuring levels/falls etc are correct, which is relatively easy to design as a concept but can create difficulties when real-world conditions are encountered.
- the detailed design process highlighted the need for further investigation on the existing infrastructure at the construction site and how best to deal with it, and
- the overall size of the work-zone area is approximately 30% larger than each of the first two stages 3A and 3B.

Achieving a build in a timeframe of 12 months would be possible. However, it would require the addition of a second crew to assist. Cost estimates of employing a second crew on the project would result in an additional expense of around \$300,000. The involvement of a second crew would also likely increase disruption to traffic flow as it would result in the closure of both lanes on Main Road

However, with Stage 3A (second half) being completed on-time, and stage 3B completed in seven weeks ahead of schedule, the Project Team expects that completion by November 2021 is likely to be achieved.

Human Resource / Financial and Risk Management Implications

Council's Project Manager – Major Projects, continues to be satisfied that the overall project will be delivered within the budget outlined of \$5.795M. Work on the administration and construction of the project is being undertaken by Council employees as part of their normal duties.

Community Consultation and Public Relations Implications:

The project has been through an extensive community engagement process and has received widespread support for the concept designs that have been presented.

A Stakeholder Communications plan has been developed for the project and is being maintained and updated as the project progresses.

Regular project updates are provided through Council's social media channels, and other stakeholders are consulted regularly on an ongoing basis as part of the project's delivery.

Risk Management Implications:

A full Risk Register is in place for the CBD Revitalisation Project and forms part of the Project Management Plan. Residual risks and the mitigation treatments that remain in place for the duration of the project are identified below:

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
<p>Inadequate project management</p> <p>Resulting in not meeting delivery time frames, cost over runs, and poor quality.</p>	Minor (C2)	Unlikely (L2)	Low	<p>Robust Project Management Plan and professional resources engaged.</p>
<p>Incomplete design not accounting for underground services, issues with levels, and quantities not correctly stated.</p> <p>Resulting in lengthened time frames and further proofing of services during construction.</p>	Minor (C2)	Unlikely (L2)	Low	<p>Design review process to be in depth and rigorous</p> <p>Safety in Design report to cover all design risks and</p> <p>Justification against any departure from standards.</p>
<p>Design does not meet Council/community expectations</p> <p>Resulting in possibility of project delay, due to redesign or design changes once construction has commenced. Budget blowouts due to additional construction and associated design.</p>	Minor (C2)	Unlikely (L2)	Low	<p>Engage appropriate consultants and design resources for all disciplines</p> <p>Rigorous design review prior to handover to Works Centre</p> <p>Safety in Design report to cover all design risks and</p> <p>Development of a Project Reference Group to engaged with the community.</p>
<p>Contractor claiming excessive variations</p> <p>Resulting in going over the budget and delays in time.</p>	Moderate (C3)	Unlikely (L2)	Moderate	<p>Highly defined scope, concise and complete tenders to be developed</p> <p>Documents to include all necessary specifications</p> <p>Contingency allowance to manage risk of variations.</p>

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
<p>Excessive scope change</p> <p>Resulting in not being able to cover funding of project within the budget.</p>	<p>Minor (C2)</p>	<p>Unlikely (L2)</p>	<p>Low</p>	<p>Ensure enough allowance in overall budget for design and construction contingency of at least 10%</p> <p>Create well defined scope to cover all required works</p> <p>Management of project scope as part of ongoing financial reviews e.g. design to budget, time and scope</p> <p>Agreement on scope and accurate price estimation with Work Centre and contractors prior to commencing works.</p>
<p>Delays to material delivery to site or Works Centre</p> <p>Resulting in major delays in work progressing.</p>	<p>Moderate (C3)</p>	<p>Unlikely (L2)</p>	<p>Moderate</p>	<p>Availability and lead time of key components need to be considered during design review</p> <p>Build in procurement timeframes and supplier commitments into project schedule.</p>
<p>Works delayed and not delivered within the required timeframe</p> <p>Resulting in milestones not being met and Council's reputation damaged through expectations not being met.</p>	<p>Minor (C2)</p>	<p>Unlikely (L2)</p>	<p>Low</p>	<p>Design and pre-construction planning of works to allow 'buildability' and level of resourcing to ensure that milestones were achieved</p> <p>Pre-order of long, lead-time materials</p> <p>Milestone dates to trigger contract penalties and used as key performance indicators for the project team</p> <p>Community Engagement Plan to provide regular communication on progress.</p>
<p>Reduced or insufficient quality of overall works</p> <p>Resulting in failing of product well before 'use-by' periods, and defective work ending up being considerably larger than expected</p> <p>Additional costs required to fix issues.</p>	<p>Minor (C2)</p>	<p>Unlikely (L2)</p>	<p>Low</p>	<p>Ensure a well-defined Quality Management Plan is set out within the Project Management Plan and by contractors working on the project</p> <p>Develop and implement different or new quality control reporting or checklists to capture all relevant quality issues</p> <p>Include extended defect liability period and bonds on contract works.</p>

Recommendation:

That Council:

1. RECEIVE and NOTE the CBD Revitalisation Project Stage 3B Completion Report for the period of July 2019 to May 2020.
2. Note that the CBD Revitalisation Project Stage 3B which included a short relocation of the Glenorchy bus mall to install a raised-table intersection of major roads; Tolosa and Main Road, was completed on budget and inside the projected timeframe.
3. Note that the CBD Revitalisation Project Stage 3C, the final stage of the planned project, has commenced.

Attachments/Annexures

- 1 Stage 3B Photos

ENVIRONMENT

Community Goal: “Valuing Our Environment”

13. DRAFT GLENORCHY MOUNTAIN BIKE MASTERPLAN

Author: Acting Environment Coordinator (Adam Muyt)

Qualified Person: Director Infrastructure and Works (Ted Ross)

ECM File Reference: Mountain Bike Masterplan

Community Plan Reference

Making Lives Better

The city is well-connected by extensive and well-maintained walking and bike paths.

Open For Business

The revitalised open spaces will create opportunities for events drawing local people and visitors from further afield.

Valuing Our Environment

Our walking path and bike path networks will be extended, connecting our natural environment and open spaces to the built environment. Our natural environment and created open spaces will be inviting places to be.

Leading Our Community

Community will be a key part of decision making, enabling the vision to become a reality. The community will be strongly engaged to play an active part in designing our future.

Strategic Plan Reference

Making Lives Better

Objective 1.1 Know our communities and what they value

Strategy 1.1.1 Guide decision making through continued community engagement based on our Community Plan

Valuing Our Environment

Objective 3.1 Create a liveable and desirable City

Strategy 3.1.4 Deliver new and existing services to improve the City's liveability

Objective 3.2 Manage our natural environments now and for the future

Strategy 3.2.1 Identify and protect areas of high natural values

Strategy 3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community

Reporting Brief:

To provide Council with a report on the development of the draft Masterplan for the Glenorchy Mountain Bike Park and seek Council's approval for the Masterplan to be released for public exhibition and comment.

Proposal in Detail:**Background:**

The Glenorchy Mountain Bike Park is an existing mountain bike facility located on Council land next to Tolosa Park and in the area of Wellington Park. The Park is the area identified as the *Glenorchy Mountain Biking Overlay* in the Wellington Park Management Plan (2013). It includes all the mountain bike tracks running downslope from Wellington Park into the Council-owned land.

At the Council meeting on 30 September 2019, Council endorsed development of a Masterplan for the Glenorchy Mountain Bike Park (**Masterplan**). The endorsement was given on the understanding that funding for the Masterplan came from a \$100,000 grant from the Tasmanian Department of Communities, Sport and Recreation.

This grant was given to Council on the back of strong advocacy from the Hobart Wheelers Dirt Devils Association Inc.

Outcomes and Objectives of the Masterplan:

The Masterplan seeks to achieve the following outcomes:

- increase visitation and use
- provide greater accessibility
- provide meaningful and diverse opportunities for a range of riders
- improve on the safety and sustainability of the facility
- assist with attracting additional funds for the management and development of the facility
- act as a communications and marketing tool for broadening appreciation and support for the facility across the Glenorchy community, and
- connect people to recreational opportunities in a natural / semi-natural setting

Specific Objectives of the Masterplan have been identified as:

- integrate the facility with Tolosa Park
- integrate a new BMX facility
- minimise environmental and heritage impacts when developing new and upgraded trails and facilities
- improve safety for all trail users
- minimise social impacts for existing park users and local residents
- improve the functionality of the current trail network, through addressing key network gaps
- increase the diversity of the trail network to cater for a broader audience of riders, and
- where possible, provide new and improved opportunities for non-riding trail users

Masterplan Proposals

Council has engaged specialist mountain bike consultancy, Dirt Art, to develop the Masterplan. Dirt Art has provided a draft plan that addresses the key outcomes and objectives identified above (see [Attachment 1 and 2](#)).

The Masterplan recommends a range of developments aimed at improving the riding experience for local riders, as well as attracting visiting riders. The recommended developments are designed to integrate the facility with Tolosa Park and improve functionality while providing a more diverse riding experience. They have a strong focus on family-friendly trails and facilities. Importantly, the recommended developments do not interrupt the existing capacity and reputation for the Park to host high-level racing events.

The draft Masterplan was developed following extensive consultation with key stakeholders and the broader community. As part of this consultation, a survey was conducted which provided a good understanding of the community's needs and requests (see [Attachment 3](#)).

The Masterplan recommends several new trail and infrastructure developments, covering:

- 25.5km of new trails
- the creation of a mountain bike and walking trail 'hub' adjacent to the existing boundary with Tolosa Park
- the creation of amenities and a clubroom
- installation of a contemporary BMX facility, capable of hosting regional, state and national events

- the installation of a 'pump track' and 'dirt jumps' adjacent to the BMX facility, creating synergy between the three components and the overall bike focus in this area
- development of a café / commercial space
- development of a new, fully accessible, entrance
- development of a dedicated parking area, with capacity for additional event parking nearby on Council-owned land
- development of a new signage system, and
- preferred route for linking the Bike Park / Tolosa Park with the Glenorchy CBD and Intercity Cycleway.

The bike and walking 'hub' is recommended to be installed on Council-owned land currently leased to the Sporting Shooters Australia Association (**SSAA**) and Life Without Barriers (**LWB**). This leasehold land is the only suitable location available for the development and would allow full integration of the facilities with Tolosa Park. There are various complexities involved in the arrangements with these organisations, however discussions remain productive. Council will continue to consult with these organisations as part of its ongoing consultation.

Summary

The developments recommended under the Masterplan are expected to re-establish the Glenorchy Mountain Bike Park as a leading mountain bike destination, with a focus on key points-of-difference such as family-friendly riding, a broad range of track riding options, excellent contemporary facilities and connectivity to other riding opportunities such as the Intercity Cycleway and those available around the Springs/Lower Foothills of kunanyi/Mt. Wellington.

They are also expected to positively transform the western half of Tolosa Park through a focus on bike riding facilities, including BMX, the pump track and the existing criterium circuit. This would also create a thematic and physical link with the new mountain bike 'hub' and entrance. Walking tracks are also being recommended at the 'hub' which is a significant development, as this would be the first time a specific bushwalking entrance has been created from Tolosa Park into Wellington Park.

Consultations (to date):

Wellington Park Management Trust

Hobart Wheelers Dirt Devils Association

Southern City BMX Club

YMCA Hobart (Glenorchy)

Sporting Shooters Association Australia – Glenorchy Branch

Life Without Barriers (Understorey Nursery leaseholders)

City of Hobart

Mountain bike riding community (via social media and user survey)

Project Expert Panel (PEP), consisting of representatives of Cycling South, mountain bike track building businesses, mountain bike touring and education companies, selected local mountain bike riders

Manager Property, Environment and Waste

Senior Civil Engineer

Open Space Coordinator

Operations and Maintenance Supervisor

Urban Services Coordinator

Council Advisory Committees: Healthy Communities Advisory Committee, Access Advisory Committee, Youth Action Network Group, Glenorchy Youth Taskforce, Seniors Committee, Glenorchy Arts Advisory Committee

Human Resource / Financial and Risk Management Implications:

Human resources

The Masterplan Project is being coordinated by Council's Acting Environment Coordinator. A casual Community Engagement Officer has been engaged on a 0.6EFT for 3 months to assist with developing the public consultation phase of the Masterplan. There are no other human resource implications during the development of the Masterplan.

Financial

The development of the Masterplan has been fully funded through a grant from the Tasmanian Government, including the engagement of consultants and the casual Community Engagement Officer role.

The cost of upgrading and renewing the facility under the Masterplan is estimated at \$3,271,255 (see Attachment 4). This estimate does not include elements such as the development of a trail link from the Glenorchy CBD to Tolosa Park and the Mountain Bike Park, and any costs associated with the relocation of SSAA or LWB.

Council has not allocated any funding to deliver the Masterplan in the 2020/21 budget or within any future budgets. Once the Masterplan has been finalised, Council would need to consider whether to fund the implementation of the Masterplan and also how funding would be allocated among other priorities.

The purpose of the Masterplan is to present a vision for the area, and also provide the users, clubs, and the community with some certainty on the Park's future direction. The projects recommended over the next few years would help to inform the integration of the Mountain Bike Park with the greater Tolosa Park (including the decommissioning of the Tolosa Dam), the possible relocation of the Southern City BMX facility from Berriedale, the upgrade of the lower Tolosa Park toilet (in-line with Council's Public Toilet Strategy), and the ongoing maintenance and upgrade of existing trails.

In terms of the future, the Masterplan forms the basis for a prospectus to attract potential funding.

As well as capital funding, Council would also need to consider the ongoing maintenance and operating costs. These would be quantified and presented to Council before any decision to commit to works.

Human Resource / Financial and Risk Management Implications:

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Moderate (C3)	Possible (L3)	Moderate	Ensure an open and transparent process is maintained during the project, particularly during community feedback phase. The causal officer engaged through grant funding would guide this process/ Ensure sufficient information is provided to all interested parties to enable them to make an informed decision.
Community associations and some users and nearby residents of Tolosa Park may feel that Council is favouring one or two special interest groups over others.				
Management of community expectations that the approval of a Masterplan indicates that funding for its development has or will be approved, when it is still to be sought.	Moderate (C3)	Possible (L3)	Moderate	The Community Engagement Officer will work closely with Council's Senior Communications Advisor to ensure that clear messaging is developed to mitigate this risk.
Do not adopt the recommendation	Major (C4)	Likely (L4)	Significant	Continue to manage facility with basic annual operational expenditure.
Likely to be community backlash and reputational impact from some users over the poor state of facilities.				
Opportunities to upgrade facilities via State and Commonwealth grants would not be possible due to lack of a plan.	Major (C4)	Likely (L4)	Significant	Investigate utilising community volunteers to assist with maintaining facility.

Community Consultation and Public Relations Implications:

Community consultation on the Draft Masterplan is expected to commence at the end of July and be completed in August 2020.

Extensive community and key stakeholder consultation has taken place during the development of the Draft Masterplan. Further consultation is planned with key interest groups to gauge responses to the Draft Masterplan to help inform any changes that would appear in the final version of the Masterplan.

Release of the Draft Masterplan is expected to attract widespread community comment and response.

Responses can be anticipated from mountain bike riders (both individuals and organisations) and other recreational users of the facility including walkers, runners and joggers. Others expected to comment are likely to be BMX riders, members of the Sporting Shooters Australia Association and Tolosa Park users and nearby residents, particularly as the Draft Masterplan recommends significant changes to sections of Tolosa Park and adjacent Council leased land (Currently leased to SSAA and Life Without Barriers), and interested members of the wider community.

The release of the draft Masterplan is expected to be positively received, as the mountain bike community has expressed a strong desire to see assets and opportunities improved at the facility. It is expected that the broader community would view Council in a positive light for developing a clear, contemporary vision for bike riding and walking facilities that are fully integrated with the Tolosa Park complex.

Any media opportunities would be managed by Council's communications team.

Recommendation:

That Council:

1. ENDORSE the release of the draft Masterplan for the Glenorchy Mountain Bike Park (**Masterplan**) for public exhibition and comment for approximately four weeks, commencing in late July 2020, and
2. NOTE that the recommended final Masterplan would incorporate community feedback provided during public engagement and would be presented to Council at a future meeting.

Attachments/Annexures

- 1 Attachment 1 - Draft Master Plan Glenorchy MTB Park
- 2 Attachment 2 - Conceptual Layout Plan
- 3 Attachment 3 - Survey Data
- 4 Attachment 4 - Budget

14. WASTE MANAGEMENT STRATEGY - REPORT ON ACTION PLAN

Author: Manager Property, Environment and Waste (Alex Woodward)

Qualified Person: Director Infrastructure and Works (Ted Ross)

ECM File Reference: Waste Services

Community Plan Reference:

Making Lives Better

Young people and their families will be encouraged to play an active part in their education and their community. Community facilities and services are important to us.

Valuing our Environment

We will value and enhance our natural and built environment.

Open for Business

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration.

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Community and business leaders will be a key part of decision making, enabling the vision to become a reality. The community will be strongly engaged to play an active part in designing our future.

Strategic or Annual Plan Reference:

Making Lives Better

Objective 1.3 Facilitate and/or deliver services to our communities

Strategy 1.3.2 Identify and engage in partnerships that may more effectively deliver defined service levels to our communities

Valuing Our Environment

Objective 3.1 Create a liveable and desirable City

Strategy 3.1.4 Deliver new and existing services to improve the City's liveability

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community

Objective 4.2 Prioritise resources to achieve our communities' goals

Strategy 4.2.1 Deploy the Council's resources effectively to deliver value

The Glenorchy City Council Waste Management Strategy Updated 2019 adopted by Council has key actions related to Waste Services.

Reporting Brief:

To provide an update to Council on the progress of delivering the Waste Management Strategy Action Plan.

Proposal in Details:

Background

In March 2019, Council approved the *Waste Management Strategy Updated 2019 (Strategy)*. The revised vision in the Strategy is:

Glenorchy is a clean, safe and vibrant city that makes all of us proud. A city where we work together to minimise waste and conserve resources for the future.

The strategy is underpinned by three goals:

1. to promote the sustainable management of resources
2. to provide convenient and affordable waste services that meet the needs of the community
3. to minimise negative impacts of waste on the natural and built environments.

As part of the Strategy, a series of actions were designed to ensure delivery of the three goals identified above and the overall strategy. Officers have been progressing well with the implementation of actions. An overview of the work to date on these actions is outlined in [Attachment 1](#).

The two key projects within the action list are the landfill extension project and the FOGO project. An update of these projects is as follows:

Extend the current landfill area to provide additional capacity:

On 27 May 2019, Council approved the extension of the Jackson Street Landfill into the unused quarry adjacent to the current landfill.

This was based on a business case outlining the recommended design and project timeframes. Following the meeting, officers submitted an application to the Environmental Protection Authority (EPA) on 29 May 2019 to seek environmental approval for the extension.

The EPA has been assessing the application and presented Council with a set preliminary draft conditions of an updated Environmental Protection Notice (EPN) in April 2020. Officers then met with the EPA to discuss the conditions of approval and received the final approved updated EPN on 18 June 2020.

The conditions of the EPN, which Council is required to comply with, were in line with current legislative requirements. Officers were satisfied with the conditions and do not consider that they were inconsistent with the initial design for the extension or the current conditions placed on the site, including the operational requirements.

To progress the project, Council is currently recruiting a suitably qualified and experienced Project Manager. The engagement is expected to be finalised in July 2020, after which a detailed project plan would be developed and implemented.

Allowances for the planning and construction of this project were included in Council's 2020/21 budget which was approved on 19 June 2020. It is expected that work would be substantially completed during the 2020/21 financial year.

Implement a FOGO kerbside service:

On 25 March 2019, Council resolved to deliver a Food Organics Garden Organics (FOGO) service in accordance with the recommendations in a business case.

Following the resolution, Officers worked to deliver this project by February 2020. During that time, all milestones of the project were met, and the project was successfully rolled out on time and within budget.

The FOGO service is now fully operational and is delivering on its key goals. From February to May 2020, 1,558 tonnes of organic material were diverted from landfill and processed into compost.

The set-out (participation) rate for bins is steadily increasing, with an average participation of 52% as of May 2020.

The amount of organic material is expected to increase as more education is provided and our community begins to better understand the benefits of the service. This figure would fluctuate during the year due to external with factors such as the slow growth of vegetation during winter, which results in less green waste.

All FOGO waste is picked up from the kerbside by Veolia trucks and transported to a depot at Brighton run by Council's contractor, Barwicks. At the depot, any gross contamination is removed before the remaining FOGO waste is bulk transported to a facility near Interlaken for composting. Pure Living Soils operates this facility.

Contamination of Council's FOGO is assessed at Brighton using a classification system of 1 to 5, with 1 being poor (high contamination) and 5 being excellent (low contamination). At present, the contamination rate for the waste has been rated at a 4, which is considered to be a very good score.

Some areas of the city are doing better than others. However, some particular suburbs and streets have been sent additional educational material to assist with this issue, based on the levels of contamination that have been detected. The main contamination issue is black plastic bags which are used to bag both kitchen and garden waste.

Following the introduction of the service, Officers have also commenced assessing and approving exemptions from the service for those that meet the exemption criteria. Since FOGO's introduction, approximately 200 exemption applications have been lodged. It is estimated that roughly 90% have either received their exemption or are due to receive it before 30 June 2020 on the basis that they were able to satisfy the relevant exemption criteria.

The majority of the approved applications were home-composters who adequately manage their organic waste on their properties. Council's officers would continue to work with people who have lodged an application and don't quite meet the criteria to assist them to meet the criteria if they wish to do so.

Update State Government's draft Waste Action Plan:

The Tasmanian Government's website has recently been updated with a Draft Waste Action Plan Consultation Summary ([Attachment 2](#)) that provides commentary around the 66 responses received in response to the release of the draft plan. This and other documents can be located on DPIPWE's website:

(<https://dpiipwe.tas.gov.au/environmental-management/waste-action-plan>).

Council's Director Infrastructure and Works also attended the first meeting of the Southern Tasmania Waste Group (**STWG**) on 10 June 2020, at which the draft Waste Action Plan was discussed.

The following are some key points of note from the Consultation Summary and STWG:

- the State Government has taken on board some of the comments provided by Council. The Government, though, has highlighted significant support from the majority of submissions for both the introduction of a Waste Levy and a Container Deposit Scheme (**CDS**).
- a recommended State Government waste levy has been framed at around \$50-60/tonne, based on feedback from submissions and a regional type levy as provided in NSW (\$84.10/tonne in regional areas vs \$146/tonne in metropolitan areas). It could initially be implemented at a lower rate (e.g. \$10/tonne) and increased over time
- the impact on the community of the introduction of a waste levy would be a 50-60% increase in the cost of disposing waste at landfill and in kerbside general waste collection. In Council's submission, Council highlighted the concern around affordability for residents. The report did not substantively address any of these concerns.
- the report notes concern around a potential increase in illegal dumping caused by the introduction of a waste levy. However, the report places more weight on the benefits that the levy would have on improvements to waste management and the fact that its introduction would bring Tasmania into line with the other states.

- the State Government currently has a tender out for further investigation and modelling into the impacts of the recommended waste levy. The only other commentary around cost is that the State Government has heard clearly that the levy should go towards waste projects and not into general revenue.
- Support for a Container Deposit Scheme (CDS) is gaining momentum through the submissions process, and the Environmental Protection Agency has engaged a project manager to work on delivering this project. An expert panel, which includes a representative from both the industry and LGAT, is providing advice on possible implementation. Again, the focus of this appears to be on bringing Tasmania in line with other states.
- the only consideration in respect to the cost of a recommended CDS is that it should be self-funded so that no funds would come from the Waste Levy or other mechanism. The EPA is looking at the NSW model in this regard: (<https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/return-and-earn>).
- the original recommended time frame on the roll out of a CDS was 2021. However, this has now been revised and it is acknowledged that it is likely to take at least two and a half years to implement from when it is approved.
- other aspects of Council's submission around FOGO, waste education and, strong regional groups have all been taken onboard and were strongly supported.

Waste Management Strategy revised actions and targets:

As part of the review process, Council officers have re-evaluated the action list and made recommendations to revise some actions and targets. These are as follows:

Action	Relevant objective/s	Target	Rationale
3 Review pricing, types and volumes of commercial and industrial waste accepted for disposal at landfill to incentivise separation. Revised action: <i>Review pricing, types and volumes of waste accepted for disposal at landfill to incentivise separation.</i>	1.3	Commercial/industrial mixed waste to landfill reduced to 10% of 2018 tonnages by December 2020 and a further 10% by June 2022. Revised target: <i>Develop a plan to divert mattresses from landfill by December 2020. Implement plan by June 2021.</i>	As the initial target has now been achieved, it is now an opportunity to look at other waste streams. Council receives 20-30 mattresses per month, and they take up considerable room in the landfill. The team were looking at options to reduce the impact on landfill. This target would assist with the ongoing sustainability of the landfill.
5 Promote reuse/recycling	1.1	Information on local reuse/recycling businesses readily	By entering into a new agreement with the Recovery Centre, Council Officers would look to maximise the recovery from the tip face and

Action	Relevant objective/s	Target	Rationale
businesses in the area.		<p>accessible to the community and updated regularly.</p> <p>Premises for tip shop provided together with access to recoverable items and materials at the landfill for the duration of the existing landfill.</p> <p>Revised target:</p> <p><i>New agreement between the Recovery Centre and Council in place by December 2020.</i></p>	increase the amount of waste that is reused.
6 Separate all waste from Council works and make available for re-use where practicable.	1.1, 1.3	<p>All works construction waste separated by June 2019.</p> <p>Revised target:</p> <p><i>All works construction waste separated.</i></p>	The Works Department have now commenced the separation of excavation materials (e.g. old concrete kerbs, footpath panels, pavers) from construction works where it is practical to do so.
7 Develop and implement an internal sustainable purchasing policy. Revised action: <i>Adopt and adhere to the revised code of tenders and contracts.</i>	1.1	<p>Policy adopted by December 2019.</p> <p>Revised target:</p> <p><i>Council to approve a revised code of tenders and contracts by August 2020 which contains requirements for Council buyers to consider ecological risks and issues when planning major procurements.</i></p> <p><i>Consider opportunities for sustainable purchasing including the review of the asphalt supply contract.</i></p> <p><i>Capital works and maintenance contracts to ensure that specifications include proper definition of environmental management practices and processes and identify the applicable environmental aspects and impacts.</i></p>	<p>A new code for tenders and contracts is currently being developed. This would allow for policy to be made which supplements the core principles and practices in the code. The aim is to present the new code to Council for approval.</p> <p>In 2019/20 Council trialed the use of Glassphalt as an alternative to Asphalt as part of road resurfacing in Sunderland Street, Moonah. This project used 150,000 recycled glass bottles as a replacement for sand in the asphalt mix.</p>
11 Extend the current landfill area to provide additional capacity.	1.3	<p>Business case completed by May 2019.</p> <p>Subject to recommendations of business case, implementation plan completed by December 2019.</p> <p>Construction plan approved by August 2020.</p> <p>Preparation and construction completed prior to closure of existing landfill area.</p> <p>Revised targets:</p>	The issuing of the EPN took longer than anticipated. This has slightly delayed the project and as such the subsequent project milestones require revision.

Action	Relevant objective/s	Target	Rationale
		<i>Construction substantially completed by 30 June 2021.</i>	
12 Finalise and implement updated plan to optimise Jackson Street landfill management, including ensuring most effective use of void space.	1.3	Finalise and implement plan by July 2019. Landfill life extended to at least 2030. Revised targets: <i>Finalise and implement plan by July 2021.</i> <i>Landfill life extended to at least 2030.</i>	As above. As this project is reliant on the landfill extension, the action dates need to be revised.
13 Recover usable or recyclable materials from landfill. Revised action: <i>Removed</i>	1.3	Recovery operations conducted on a daily basis.	Removed as covered under action items 3, 5, and 12.
17 Provide a fortnightly collection of all kerbside garbage and recycling bins. Revised action: <i>Provide a fortnightly collection of all kerbside garbage, FOGO and recycling bins</i>	2.1	All correctly filled and positioned garbage and recycling bins emptied fortnightly. Revised target: <i>Maximise diversion of waste from landfill. Increase percentage of recycling and FOGO and reduce general waste.</i>	The action has been revised to incorporate FOGO. Rather than focus on collection rates, which were assessed within the annual plan, the revised action would focus on diverting waste from landfill by increasing the percentage of recycling and FOGO.
19 Implement a FOGO kerbside service. Revised action: <i>Removed</i>	3.2	Business case completed by May 2019. Implementation plan complete by December 2019. Bins supplied to households and collection service commenced within timeframes specified in the implementation plan. Agreement for ongoing composting of all Glenorchy FOGO waste were entered into prior to the rollout of the bins.	Removed as now covered under action item 17.
20 Carry out an education campaign to ensure successful community transition to additional bin. Revised action:	3.2, 1.1	Education campaign complete within three months of completion of rollout. Contamination of FOGO waste < 2%.	Removed as now covered under action items 1 and 2.

Action	Relevant objective/s	Target	Rationale
<i>Removed</i>			
23 Undertake a review of Council's data systems.	2.2	Review completed and improvement plan implemented by June 2020. Revised target: <i>Review completed and improvement plan implemented by June 2021.</i>	The review has yet to be undertaken due to implementation of FOGO. This task would now form part of the 2020/2021 action plan.
25 Develop targeted education and assistance program for households or individuals who have difficulty managing or disposing of waste. Revised action: <i>Removed</i>	3.3	Plan completed and program commenced by January 2020.	Removed as covered under action items 1 and 2.

Consultations:

Council's Waste Management Team
Director Infrastructure and Works

Human Resource / Financial and Risk Management Implications:Financial

The expenditure for this project is in line with that specified in approved capital and operational budgets.

Human resources

Council's waste management section and any associated projects were resourced in line with Council's annual budgets.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Council may receive negative feedback on the delay of some of the actions.	Moderate (C3)	Possible (L3)	Moderate	Ensure that the action plan is updated correctly with a brief communication outlining the reasons for the delay. Update the website to also reflect the reasons for the delay.
Do not adopt the recommendation Council is unable to meet the existing targets with no new specified goals for the community to understand the project status.	Moderate (C3)	Likely (L4)	Notable	Update project plans for relevant actions and ensure status updates were provided to Aldermen and the general public.

Community Consultation and Public Relations Implications:

Extensive community consultation occurred during the development of the Strategy. Key stakeholders were consulted and informed of the Strategy and its associated actions.

Any changes to the Strategy or actions would see the document updated and placed on Council's website.

Recommendation:

That Council:

1. RECEIVE and NOTE this update on the Waste Management Strategy Action Plan, and
2. ENDORSE the revised actions and targets of the Waste Management Strategy as identified in Attachment 1.

Attachments/Annexures

- 1 Attachment 1 - Waste Management Strategy Action Plan - Update to Council
- 2 Attachment 2 - Draft Waste Action Plan Consultation Summary

GOVERNANCE

Community Goal: “Leading our Community”

15. LEASING AND LICENSING OF COUNCIL OWNED AND MANAGED PROPERTY POLICY

Author: Manager Property, Environment and Waste (Alex Woodward)

Qualified Person: Director Infrastructure and Works (Ted Ross)

ECM File Reference: Council Policies

Community Plan Reference:

Community Goal - Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.

Open For Business

Target growth sectors based on our understanding of the City's competitive advantages.

Valuing Our Environment

Enhance our parks and public spaces with public art and contemporary design. Deliver new and existing services to improve the city's liveability.

Leading Our Community

Manage the City's assets soundly for the long-term benefit of the community. Deploy the Council's resources effectively to deliver value.

Strategic or Annual Plan Reference:

Objective 1.2 Support our communities to pursue and achieve their goals

Strategy 1.1.2 Encourage diversity in our community by facilitating opportunities and connections

Reporting Brief:

To recommend that Council adopts the Leasing and Licensing of Council Owned and Managed Property Policy.

Proposal in Detail:

The Leasing and Licensing of Council Owned and Managed Property Policy (**the Policy**) has been created to assist Council when entering into new leases and licences or renewing existing ones. A copy of the recommended Policy is Attachment 1.

The recommended Policy is intended to replace the existing policy, which came into effect in July 2010 (see Attachment 2), which is now considered to be outdated and fails to cover all the current aspects of lease/licensing administration and management at Council.

In particular, the recommended new Policy has the following aims:

- to provide guidance and consistency to the Manager and staff of the Property Department when administering leases and licences, and
- to aid fairness in decision making within the Property Department.

Policy Statement and Objectives

Within the Policy statement there are six main sections. These are broken down as follows:

General approach:

This section outlines how Council premises would be managed fairly with visibility to the community and without an unsubstantiated waste of Council funds, including a failure to collect money properly owed to Council.

It also encourages the sharing of facilities and allowing new groups consideration when allocating facilities. It is about broadening the community base that use Council facilities and having an open-minded approach to allocation.

Finally, it specifies that Council would comply with all relevant legislation relating to leasing and licensing.

Appropriate use of Council property:

This section of the Policy details the appropriate use of Council property and particularly how staff may make informed decisions as to appropriate usage for each facility.

This considers the size and needs of groups and other potentially interested parties in relation to sharing.

Criteria for allocations:

This section of the Policy is about providing guidelines around the allocation of facilities.

It outlines the key considerations to be taken into account by Property staff when allocating Council facilities. It is not an exhaustive list and each allocation should be considered in isolation and any unique factors taken into account.

Agreements to lease or license Council property:

The next section of the Policy details how all occupancy arrangements would be subject to formal written agreements, which are easy to understand, reflecting appropriate legal and commercial standards. This ensures certainty for both parties and a clear understanding around obligations such as maintenance. It also protects Council against damage to its premises and property, liability for the acts of its tenants and payment of costs that should fairly be borne by the tenant.

The legal documents for leasing and licensing would be consistent, and contain the same base requirements for all groups, such as provisions of a security deposit, the holding of public liability insurance, prohibition against sub-leasing and clear delineation of repair and maintenance obligations.

The Policy also outlines how the term of a lease or licence must not exceed five years unless this would cause unreasonable inconvenience or disadvantage to either party. Terms exceeding five years must be approved by Council, through the process for the disposal of public land set out in section 178 of the *Local Government Act 1993*.

The advantage of keeping leases and licences to five years or less is it gives the tenant a reasonable time frame in occupation of the property at the same time allowing future changes to legislation to be incorporated in a new document in five years' time. It also ensures the document is revisited to consider allocation to other groups, and adjustments to maintenance and other provisions that may become necessary over time.

Keeping the term to five years or less means section 178 of the *Local Government Act 1993* is not invoked expediting the administration of the lease as advertising under that section is not required.

Another clause in this section, requires parties to provide public liability insurance and comply with legal work health and safety. Every lease and licence should require the tenant to provide its own public liability insurance and comply with basic work health and safety requirements. In exceptional circumstances Council may agree to cover a tenant for public liability insurance.

Finally, this section outlines how Lessees would not be permitted to sublease without Council's express written consent. This allows Council to have a better understanding of when tenants are subleasing their leased properties, including the income they are deriving from the arrangement.

While the Policy may not necessarily prohibit sub-leasing, it does require Council to be consulted and gives its consent to the sub-lease, so it knows how much money the tenant is making from the property, and so it is aware of who is using its facilities and for what purpose.

Income from use of Council property:

This section of the Policy details aspects related to the income from lease and licences. While Council's objective might be to obtain a good financial return on its land and buildings, it is generally not possible to obtain a commercial return unless Council is leasing to a purely commercial organisation because of Council's community service obligations.

Most of Council's lessees and licensees are community groups that are seen to enhance Glenorchy's social amenity by providing a recreational or social activity for the community that is not otherwise provided by Council. In-light of this, most rents

would be nominal or ‘peppercorn’, and better reflect what the tenant may be able to afford to pay rather than what the property is worth to, or, indeed, costs Council.

As Council is more often than not obtaining only a nominal rent return, it is important that other costs, such as electricity and water usage, are recovered wherever possible. The default position for costs such as electricity, water usage and garbage collection is that these are paid by the tenant. In some limited circumstances, Council may agree to cover one or more of these costs, but this would be a rare occurrence based on unusual or extenuating circumstances.

Capital works by lessee or licensee:

The final section of the Policy specifies the requirements related to capital works on Council properties. These are standard conditions to ensure that good governance is undertaken, and the legislative requirements met. It also details how all new assets built legally on Council land would become the property of Council upon completion.

There has, in the past, been some confusion around who owns structures built on Council owned land. However, the law of fixtures states that a fixture becomes the property of the person who owns the land on which the fixture is built. By including this statement in the Policy, the point is clarified and made definitive for future reference.

Directive

The Policy will be supported by an internal directive to provide further detail and process when dealing with matters associated with the process. The Directive would be developed over the coming months if Council adopts the Policy.

Consultations:

Property Staff
Director, Infrastructure and Works
Executive Leadership Team
Aldermen

Human Resource / Financial and Risk Management Implications:

Financial

It is not expected that there would be any significant financial implications stemming from this report. However, it is expected that there would be some financial gains for Council in regard to better cost recovery, the collection of bonds to cover the cost as damage to facilities and some increases in rent to be implemented over an appropriate time frame.

Human resources

It is not expected there would be any impact upon Council staff by the implementation of this Policy as the work associated with negotiating and renewing leases and licences falls within the job description of Council's Property Officer who is part of the Property Environment and Waste Department of Council.

It is expected the administration process would be clarified, and efficiencies gained by the implementation of this Policy.

Risk management

Given the Policy deals with broad administrative principles the risk management implications are relatively slight. However, as the intention of the Policy is to provide clarity for property management moving forward, there is a risk that property management could be compromised either through implementing, or not implementing, the new Policy.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Moderate	Discretion to deviate from the Policy if necessary. Require an internal review of the Policy 12 months after its implementation.
Risk to the reputation of Council. Difficulties may arise applying the Policy to real life tenancies.				
Do not adopt the recommendation	Moderate (C3)	Likely (L4)	Notable	Attempt to apply a consistent approach to lease and licences based off historical approaches.
Risk to the reputation of Council. An ad hoc and inconsistent approach to leasing and licensing continues.				

Community Consultation and Public Relations Implications:Community consultation

Although formal community consultation was not deemed necessary or appropriate to formulate this Policy, the Policy is derived from the experiences of Property staff when dealing with Council tenants. The needs of tenants and the wider community has formed a strong basis for many of the provisions contained within this Policy.

When lease/licences are renewed or established, officers would consult with the relevant parties on the content of the policy to ensure they understand the objectives and how that aligns with their recommended agreements.

Public relations

The public relations impact of this Policy is expected to be positive given that the Policy allows for greater efficiency, consistency and transparency around decision making for leasing and licensing within Council.

The Policy also grants better clarity around maintenance, and other obligations between the parties and, through the lease renewal process, gives tenants face to face consultation time with Council staff to discuss the terms of their tenure, both of which are expected to be viewed favourably by our tenants, as well as the public in general.

Recommendation:

That Council:

APPROVE the Leasing and Licensing of Council Owned and Managed Property Policy in the form of Attachment 1.

Attachments/Annexures

- 1 Attachment 1 - Draft Leasing and Licensing of Council Owned and Managed Property Policy
- 2 Attachment 2 - Existing Lease & Licensing Policy

16. MINISTERIAL DIRECTIONS - ANNUAL REPORTING REQUIREMENT

Author: Manager Corporate Governance (Tracey Ehrlich)

Qualified Person: Director, Corporate Services (Jenny Self)

ECM File Reference: Ministerial Directions

Community Plan Reference:

Under the *City of Glenorchy Community Plan 2015 – 2040*, the Community has prioritised 'transparent and accountable government'.

Strategic or Annual Plan Reference:

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes

Reporting Brief:

To inform Council of the progress in completing the Ministerial Directions requirement to provide annual reports to the Minister for Local Government.

Proposal in Detail:

At its meeting on 23 December 2019, Council was informed of the progress towards satisfying the Ministerial Directions issued to Council following the Board of Inquiry in 2018.

The Minister for Local Government, the Honourable Mark Shelton MP, wrote to Council on 5 December 2019 ([Attachment 1](#)) and advised that, following a review of Council's progress:

- He was satisfied that Council had completed the Directions in their entirety and Direction 7
- action item 58 would be revised to remove the requirement for monthly and quarterly reporting
- Instead, action item 58 would be amended to require annual reporting on a small selection of items from the Ministerial Directions, and

- based on the term of office of the Council, the Minister would require two (2) annual reports which would cover the periods, 1 October 2019 to 30 September 2020, and 1 October 2020 to 30 September 2021.

The Minister advised that he would issue a further Ministerial Direction to this effect and that officers from the Local Government Division would be in contact with Council to discuss the content of the Direction.

The Minister acknowledged and thanked Council for demonstrating a clear commitment towards implementing the Ministerial Directions and improving governance practices.

Annual Reporting

On 5 June 2020, the General Manager and the Manager Corporate Governance met with officers from the Local Government Division and discussed the content of these reports.

It was recommended that Council's Audit Panel was best placed to provide independent reporting of Council's governance. The Audit Panel was to maintain oversight of Council's achievements under Tasmania's Good Governance Guide as well as compliance with meeting procedures and Council's Legal Services Directive and Statement of Expectations.

These reviews are reported to Council's Audit Panel in September or October each year. Additionally, it was agreed that the Audit Panel Chair's annual report to Council would provide an independent review of Council's compliance, generally aligned to Ministerial Direction 5. It is recommended that a copy of these reports is provided to the Minister annually. The Minister has advised that this will satisfy ongoing annual reporting requirements.

This is a good outcome as it does not require additional reporting outside what is already in place. It was agreed with Local Government Division officers that Council's Manager Corporate Governance would raise this request with the Audit Panel members and seek their feedback. All Audit Panel members have responded and were pleased to accommodate this.

Consultations:

General Manager

Director Corporate Services

Officers from the Local Government Division (Department of Premier and Cabinet)

Human Resource / Financial and Risk Management Implications:

There are not considered to be any material financial or human resources implications.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
<p>Do not adopt the recommendation</p> <p>If Council does not comply with the Ministerial Directions as provided under section 225(2) of the <i>Local Government Act 1993</i> then there is potential for a complaint to be lodged for non-compliance under section 339E and further scrutiny and sanction by the Director of Local Government.</p>	Major (C4)	Likely (L4)	Significant	Council continues to progress actions required to comply with these Directions.

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken.

Recommendation:

That Council:

1. RECEIVE and NOTE the report updating Council on the progress of satisfying the Ministerial Directions as at 18 June 2020, and particularly in relation to ongoing reporting
2. NOTE that officers from the Local Government Division are satisfied with Council's ongoing progress in implementing the Ministerial Directions, and
3. NOTE that Audit Panel Chair's annual reports for the 2019/20, 2020/21 and 2021/22 financial years will be provided to the Minister and that this will satisfy ongoing reporting requirements under the Ministerial Directions.

Attachments/Annexures

- 1 Letter from Minister for Local Government 5 December 2019

17. PROCUREMENT AND CONTRACTS - MONTHLY REPORT

Author: Manager Corporate Governance (Tracey Ehrlich)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Procurement

Community Plan Reference:

Leading our Community

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes

Reporting Brief:

To inform Council of exemptions that have been applied to procurements under Council's Code for Tenders and Contracts for the period 13 May to 16 June 2020 and to provide updates on other relevant procurement matters.

Proposal in Detail:

Exemption Report

Council's Code for Tenders and Contracts (**the Code**) has been made and adopted by Council as required under section 333B of the *Local Government Act 1993*.

Under clause 10.2 of the Code, the General Manager is required to provide a regular report to Council on exemptions that have been authorised to the procurement requirements under the Code. Clause 10.2 relevantly provides:

*In accordance with Regulation 28(j), the General Manager will establish and maintain procedures for reporting to Council **at the first ordinary meeting of Council after the event** in relation to the procurement of goods and/or services **in circumstances where a public tender or quotation process is not used**. Such report will include the following details of each procurement:*

- a) a brief description of the reason for not inviting public tenders or quotations (as applicable);*
- b) a brief description of the goods or services acquired;*

- c) *the approximate value of the goods or services acquired; and*
- d) *the name of the supplier.*

For the period from 13 May to 16 June 2020 there has been one (1) exemption to Council's Code for Tenders and Contracts. This exemption accounted for the sum of \$31,000 in budgeted operational expenditure and was granted for the continuation of building security and alarm services while preparing and executing the required public tender process.

The above amount was accounted for in Council's current 2019-20 budget.

Expenditure on External Legal Services

For the month of May 2020, the total amount spent on external legal services for all of Council was \$1,575.00. This expenditure was incurred in relation to planning matters and a rates appeal.

Consultations:

Executive Leadership Team
Senior Legal Counsel
Accounts Payable Supervisor

Human Resource / Financial and Risk Management Implications:

Human resources

There are no material human resources implications.

Financial

The report identifies the following budgeted operational expenditure that has been approved during the reporting period:

- \$31,000.00 in budgeted operational expenditure; and
- \$1,575.00 on external legal services.

Risk management

As this report is recommended for receiving and noting only, no risk management issues arise.

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken. There are no material public relations implications.

Recommendation:

That Council:

RECEIVE and NOTE the Procurement and Contracts Monthly Report for the period from 13 May 2020 to 16 June 2020.

Attachments/Annexures

- 1 Procurement Exemptions 13 May 2020 to 16 June 2020

18. FINANCIAL PERFORMANCE REPORT TO 31 MAY 2020

Author: Manager Finance and ICT (Tina House)
Qualified Person: Director Corporate Services (Jenny Richardson)
ECM File Reference: Corporate and Financial Reporting

Community Plan Reference:

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.1 Govern in the best interests of our community
Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency
Action 4.1.1.01 Monitor Council expenditure and drive efficiency across the organisation
Action 4.1.1.02 Develop and monitor Council's Budget, Long-Term Financial Plan, Annual Plan and Annual Report

Reporting Brief:

To provide the monthly Financial Performance Report to Council for the period ending 31 May 2020.

Proposal in Detail:

The Financial Performance Report (**Report**) for the period 1 July 2019 to 31 May 2020 is Attachment 1.

The Report highlights that at 31 May 2020, Council's operating result is \$1.329m better than the budgeted position.

A summary of the key indicators is as follows:

Revenue

Revenue is almost on target at \$1k below budget, representing a decrease to last month's result of \$519k or 0.9% above budget.

While this month's result indicates actual YTD revenue received is in-line with budget forecasts, it does represent a deterioration from the above average results reported in previous months. Revenue that was budgeted to be received in May which has not been received includes:

Category	May Shortfall	Explanation
Sale of Council owned Land	\$200k	A land sale due to settle in May has been delayed to June.
Food Licence Fees	\$116k	On 25 May 2020, a State government decision to defer these fees pursuant to the <i>COVID-19 Disease Emergency Act 2020</i> was reported to Council.
Financial Assistance Grant	\$50k	Council has received a slightly lower final payment of its allocation for 2019/20 and forward payment for 2020/21.
Landfill Fees	\$35k	Altered landfill arrangements put in place at the start of the year have resulted in ongoing revenue shortfalls.
Parking Infringements	\$30k	Reduced community activity due to COVID-19 limits parking offences.

Expenditure

Expenditure is \$1.330m or 2.4% below budget, representing a decrease to last month's adjusted result of \$1.707m or 3.5% below budget.

A reduction to the previously reported underspend is primarily attributable to the processing of late invoices received from regular suppliers. The impact is that, in May 2020, previously budgeted expenditure paid for the following services:

Category	May Shortfall	Explanation
Waste Management Contract	\$251k	Garbage, Recycle and FOGO
Contractors	\$117k	Various
Contract Labour Hire	\$116k	Infrastructure & Works
Public Street Lighting	\$47k	Assets

Forecast

A deficit of \$948k is currently forecast for the 2019/20 financial year, based on estimated 'known' financial obligations as at 31 May 2020.

However, the final budget deficit for the 2019/20 financial year is expected to be up to \$2.0m, due to the final determination of COVID-19 impacts and yet to be determined end-of-year adjustments which are required by accounting standards and audit directives. End of year adjustments yet to be calculated and finalised include:

- COVID-19 impacts including foregone revenue (food licence renewals, decreased activity, financial hardship, provision for bad debts etc)
- Employee leave provisions
- Pre-paid expenditure

- Revenue received in advance
- Depreciation
- Assets - found and donated
- Assets – written-down values
- Assets – disposed and written-off

Capital Works

Capital works expenditure is \$10.646m against an annual budget of \$14.009m, with an annual forecast of \$13.022m, delivering approximately 93% of the overall program by 30 June.

The forecast \$987k underspend to 30 June 2020 is made up of the following capital works programs:

Program	Annual Budget	Annual Forecast	EOY \$ Variance	EOY % Spend
Information Technology and Communications	\$231,000	\$282,577	\$51,577	122%
Roads and Bridges	\$7,837,169	\$7,988,826	\$151,657	102%
Property Assets	\$1,585,200	\$1,372,323	(\$212,877)	87%
Plant and Equipment	\$1,541,473	\$1,541,122	(\$351)	100%
Vehicle Replacement	\$337,000	\$316,696	(\$20,304)	94%
Stormwater Infrastructure	\$1,429,945	\$1,456,831	\$26,886	102%
Stormwater Connections	\$50,000	\$10,611	(\$39,389)	21%
Unallocated and Savings	\$727,529	\$0	(\$727,529)	0%
Organisational	\$270,000	\$53,300	(\$216,700)	20%
TOTALS	\$14,009,316	\$13,022,286	(\$987,030)	93%

Previous financial performance report commentary indicated the underspend may be in the vicinity of \$1m, which is in-line with the current forecast. However, the final position will be influenced by the amount spent in June 2020, which in turn may be impacted by supplier and materials availability.

Accordingly, the current forecast of \$13.022m is considered to be at the higher end of expenditure expectations.

COVID-19 Response

As outlined in reports to Council on 30 March, 27 April and 18 May 2020, a range of initiatives have been implemented in response to the significant social and financial impact of the COVID-19 pandemic.

The financial impacts can be categorised as either direct or indirect. COVID-19 initiatives implemented by Council have a direct financial impact, whereas Commonwealth and State initiatives or restrictions have an indirect impact:

Direct

- rates relief rebate^
- extension of financial hardship guidelines#
- deferral of penalties and interest on overdue rates#
- waiver of rent for grassroots community and sporting organisations^
- rent relief guidelines for waiver and/or deferral of commercial rents^
- business support measures, including deferred food licences#
- stimulus projects^

Indirect

- childcare participation and parent fee waiver#
- reduction in parking infringements*
- closure of entertainment venues*
- closure of Council office*
- cost of COVID-19 compliance#
- suspension of community events#
- restrictions that limit community activity and movement#

Of particular note is the cost of complying with COVID-19 restrictions and guidelines. To-date, staff have identified \$307k in provisions and expenditure relating to:

- working from home technology and communication
- social distancing notifications
- parks and reserves closure notifications and monitoring
- personal protective equipment and products
- employee pandemic leave policy
- media advertising and public announcements, and
- enhanced hygiene and cleanliness

* primarily 2019/20

^ primarily 2020/21

both years

Further information on the identified financial impacts is contained in Attachment 1 to this report.

Consultations:

General Manager
Executive Leadership Team
Officers responsible for Capital and Operational Budget reporting

Human Resource / Financial and Risk Management Implications:

Financial implications are set out in the body of this report and the attachment.

As this report is recommended for receiving and noting only, no risk management issues arise. Risks associated with Council's financial expenditure and sustainability are managed through the process for developing Council's annual budget and monitored through reporting on Council's Strategic and Key Operational risk register.

Community Consultation and Public Relations Implications:

There are no material public relations implications. Community consultation was not required due to the regular and operational nature of this report.

Recommendation:

That Council:

RECEIVE and NOTE the Financial Performance Report for the year-to-date ending 31 May 2020 in the form of Attachment 1.

Attachments/Annexures

- 1 Attachment 1 - Financial Performance Report to 31 May 2020

19. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE

CLOSED TO MEMBERS OF THE PUBLIC

20. CONFIRMATION OF MINUTES (CLOSED MEETING)

That the minutes of the Council Meeting (closed meeting) held on 25 May 2020 be confirmed.

That the minutes of the Special Council Meeting (closed meeting) held on 19 June 2020 be confirmed.

21. APPLICATIONS FOR LEAVE OF ABSENCE

GOVERNANCE

Community Goal: “Leading our Community”

22. TRANSFER OF DERWENT ENTERTAINMENT CENTRE ASSETS

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(b) (Information that, if disclosed, is likely to confer a commercial advantage or impose a commercial disadvantage on a person with whom the Council is conducting, or proposes to conduct, business) and (2)(c) (Commercial information of a confidential nature that, if disclosed, is likely to: prejudice the commercial position of the person who supplied it; confer a commercial advantage on a competitor of the Council; or reveal a trade secret) and (2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential).

23. GENERAL MANAGER'S CONTRACT OF EMPLOYMENT

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(a) (Personnel matters, including complaints against an employee of the Council and industrial relations matters) and (2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential).

24. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE (CLOSED)
